



## **Quarterly Performance Report**

**CAP 2013 Corrective Action Plan  
July 1, 2013 – September 30, 2013  
Jeanine B. v. Walker Settlement Agreement**

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## **Highlights**

The Wisconsin Department of Children and Families (DCF) and the Bureau of Milwaukee Child Welfare (BMCW) are focused on achieving long lasting results that improve the lives of children and families. To that end, we have identified and implemented strategic actions to enhance our performance to address the sole remaining enforceable Settlement Agreement provision, I.D.9 Placement Stability.

**Over the past three months, BMCW has achieved the following:**

### **Placement Stability (I.D.9)**

- The percentage of children in out-of-home care with three or fewer placements (during the previous 36 calendar months of their current episode in care) stands at 88% for the 3rd quarter of 2013, a 1% increase over the previous quarter.

### **Other Initiatives**

- 21 staff members graduated from training teams during the 3<sup>rd</sup> quarter.

What follows is a cumulative performance summary of the third quarter of the 2013 Corrective Action Plan. Changes in the data between this report and prior reports reflect updates due to validation procedures as well as changes in reporting structure.

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## Introduction

The 2013 Corrective Action Plan (CAP 2013) covers, identifies and describes the strategies the Bureau of Milwaukee Child Welfare (BMCW), working with its contract agencies, is taking to address the remaining enforceable Settlement Agreement provision. This report provides the performance of BMCW and partner agencies for the period July 1, 2013 through September 30, 2013.

## Placement Stability of Children in Out-of-Home Care (I.D.9)

### **Description**

I.D.9 requires that at least 90 percent of children in out-of-home care<sup>1</sup> shall have had three or fewer placements during the previous 36 calendar months of their current episode in care.

**Status:** For July – September 2013, 88 percent (average) of children in out-of-home care had three or fewer placements during the previous 36 calendar months of their current episode in care. Table 1 shows the number and percent of children with three or fewer placements during the previous 36 calendar months of their current episode in care. Table 2 provides information about the number of children with four or more placements during the previous 36 calendar months of their current episode in care, January through September 2013.

*Table 1: Percent of Children with 3 or Fewer Placements (during the previous 36 months of current episode), by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Number of Children in Out-of-Home Care	1723	1714	1726	1788	1824	1803	1841	1874	1913
Number of Children with 3 or Fewer Placements	1496	1495	1507	1566	1593	1573	1606	1642	1678
Percent of Children with 3 or Fewer Placements	87%	87%	87%	88%	87%	87%	87%	88%	88%

*Table 2: Children by Age with 4 or More Placements (during the previous 36 months of current episode), by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Number of Children with 4 or More Placements, Birth to 2 years	10	13	14	13	16	17	17	17	18
Number of Children with 4 or More Placements, 3 to 4 years	24	22	24	21	23	18	19	18	19
Number of Children with 4 or More Placements, 5 to 11 years	58	56	54	61	65	68	72	71	76
Number of Children with 4 or More Placements, 12 to 15 years	57	53	52	47	49	48	49	49	49
Number of Children with 4 or More Placements, 16 years or older	78	75	75	80	78	79	78	77	73
Total	227	219	219	222	231	230	235	232	235

<sup>1</sup> Children in BMCW custody through the Wraparound Milwaukee program are excluded from the count. Children in an assessment center and in a hospital (at the time of report) as their initial placement are also excluded.

Tables 3, 4, and 5 provide information about the number of children by age and length of stay with 4 or more placements for July, August, and September respectively.

*Table 3: Children by Age and Length of Stay with 4 or More Placements, July 2013*

July 2013						
# of Placements in Episode	Length of Stay (months)					TOTAL
	12 or fewer	13 to 24	25 to 36	37 to 48	49+	
Birth-2 years						
4	3	6	1	0	0	10
5	2	4	1	0	0	7
Group Total	5	10	2	0	0	17
3 to 4 years						
4	4	5	3	1	0	13
5	0	1	2	2	0	5
6	0	0	1	0	0	1
Group Total	4	6	6	3	0	19
5 to 11 years						
4	7	15	13	4	6	45
5	3	6	7	3	0	19
6	0	1	2	0	2	5
7	0	1	0	0	0	1
8+	0	2	0	0	0	2
Group Total	10	25	22	7	8	72
12 to 15 years						
4	4	6	4	2	0	16
5	3	8	2	1	3	17
6	0	1	1	0	3	5
7	1	0	2	1	1	5
8+	1	1	3	0	1	6
Group Total	9	16	12	4	8	49
16 years or older						
4	2	3	4	2	6	17
5	1	6	3	2	3	15
6	1	1	6	1	2	11
7	1	2	3	2	4	12
8+	0	2	5	7	9	23
Group Total	5	14	21	14	24	78
Grand Total						
Grand Total	33	71	63	28	40	235

Table 4: Children by Age and Length of Stay with 4 or More Placements, August 2013

August 2013						
# of Placements in Episode	Length of Stay (months)					TOTAL
	12 or fewer	13 to 24	25 to 36	37 to 48	49+	
Birth-2 years						
4	2	7	1	0	0	10
5	2	4	1	0	0	7
Group Total	4	11	2	0	0	17
3 to 4 years						
4	4	2	6	1	0	13
5	0	0	2	1	1	4
6	0	0	1	0	0	1
Group Total	4	2	9	2	1	18
5 to 11 years						
4	6	16	13	4	4	43
5	3	4	9	3	2	21
6	0	1	2	0	1	4
7	0	1	0	0	0	1
8+	0	2	0	0	0	2
Group Total	9	24	24	7	7	71
12 to 15 years						
4	2	5	4	3	3	17
5	5	5	1	1	1	13
6	1	3	0	1	3	8
7	1	1	2	1	1	6
8+	0	1	3	0	1	5
Group Total	9	15	10	6	9	49
16 years or older						
4	1	5	5	2	3	16
5	2	6	4	0	5	17
6	1	2	5	2	3	13
7	0	1	4	1	3	9
8+	0	1	6	6	9	22
Group Total	4	15	24	11	23	77
Grand Total						
Grand Total	30	67	69	26	40	232

Table 5: Children by Age and Length of Stay with 4 or More Placements, September 2013

September 2013						
# of Placements in Episode	Length of Stay (months)					TOTAL
	12 or fewer	13 to 24	25 to 36	37 to 48	49+	
Birth-2 years						
4	4	6	0	0	0	10
5	2	3	2	0	0	7
6	0	1	0	0	0	1
Group Total	6	10	2	0	0	18
3 to 4 years						
4	4	2	7	1	0	14
5	0	0	1	1	1	3
6	0	0	2	0	0	2
Group Total	4	2	10	2	1	19
5 to 11 years						
4	9	11	15	3	1	39
5	1	6	13	3	3	26
6	1	1	2	0	2	6
7	0	1	1	0	0	2
8+	0	1	1	0	1	3
Group Total	11	20	32	6	7	76
12 to 15 years						
4	3	8	3	2	4	20
5	1	3	3	1	1	9
6	1	2	0	1	2	6
7	0	4	2	0	3	9
8+	0	1	3	0	1	5
Group Total	5	18	11	4	11	49
16 years or older						
4	1	7	7	2	4	21
5	1	4	4	0	3	12
6	1	0	4	2	2	9
7	0	4	2	1	2	9
8+	0	2	6	3	11	22
Group Total	3	17	23	8	22	73
Grand Total						
Grand Total	29	67	78	20	41	235

Table 6 shows the number of adolescents (12 years or older) in out-of-home care<sup>2</sup> and their placement types.

*Table 6: Adolescent Placement Types*

Placement Types	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Group Home	132	137	137	158	155	154	143	153	146
Foster Home (relative)	34	28	29	29	32	35	41	33	32
Unlicensed Relative	34	39	46	46	50	55	51	64	73
Foster Home (non relative)	59	62	59	58	53	55	57	53	59
Unlicensed Non Relative	23	23	24	20	23	21	21	20	18
Treatment Foster Home	146	146	142	145	143	139	140	135	130
Court Ordered Kinship	56	53	39	39	37	38	48	47	47
Missing from Out of Home Care	37	37	36	34	34	27	39	40	36
Assessment/Placement Stabilization Center	19	10	11	7	6	9	18	18	25
Supervised Independent Living	11	10	6	8	11	14	13	17	17
Residential Care Center	70	68	74	72	76	71	68	65	67
Secured Detention	9	3	4	6	2	7	6	4	9
Hospital	1	2	4	2	1	1	2	2	1
Juvenile Correction	7	8	9	10	11	10	11	9	9
Adult Correction	5	3	4	4	6	3	4	3	4
<b>Total<sup>3</sup></b>	<b>643</b>	<b>629</b>	<b>624</b>	<b>638</b>	<b>640</b>	<b>639</b>	<b>662</b>	<b>663</b>	<b>673</b>

<sup>2</sup> Children enrolled in the Wraparound Milwaukee program are included in this measure.

<sup>3</sup> Included in the data above were adolescents in trial reunifications (2 in January, 4 in February, 6 in March, 6 in April, 6 in May, 7 in June, 9 in July, 8 in August, and 11 in September).



BMCW, in partnership with its community partners and contract agencies, has implemented the following actions and strategies to address placement stability.

### ***Action 1: Matching Children Based upon Program Information and Outcomes***

In an effort to eliminate instability in higher levels of care, the Bureau has required all Treatment Foster Care agencies and Group Homes to submit detailed program information and begin regular collection of outcome data. Outcome indicators include re-entry, reunifications and placement stability. The Bureau will continue matching children to agencies based on program information and demonstrated outcomes.

**Status:** Ongoing

### ***Action 2: Transition to Model of Rate Regulation***

DCF has moved to a model of rate regulation that ensures a better fit between the needs of the child/adolescent and the corresponding placement. The Child and Adolescent Needs and Strengths (CANS) tool is used to determine the level of care needed and the reimbursement rate for the caregiver. BMCW personnel will continue to be involved in the implementation of rate regulation.

**Status:** Ongoing

Table 7 displays the provider level of care for each month and the number of children in these placements.

*Table 7: Provider's Level of Care, by Month*

<b>Provider Level of Care</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>
Levels 1 & 2 ( <i>child specific and general Foster home</i> )	787	775	773	806	817	802	812	784	800
Levels 3 & 4 ( <i>treatment foster home</i> )	403	415	426	428	429	405	409	407	402
Group Home/ Assessment Centers/ Stabilization Centers	150	145	148	163	161	165	161	169	169
Residential Care Centers	94	90	91	92	91	87	85	87	82
Other <sup>4</sup>	75	72	78	78	82	92	121	128	139
Unlicensed <sup>5</sup>	417	434	436	449	471	471	492	524	542
Court Ordered Kinship	261	251	230	237	234	241	262	257	268
Unlicensed Relatives	110	136	159	169	187	180	176	221	234
Unlicensed non-relatives	46	47	47	43	50	50	54	46	40

<sup>4</sup> The "Other" category is comprised of children who are missing, in a hospital, independent living, trial re-unification, or corrections/detention setting.

<sup>5</sup> The provider is not licensed; therefore, no level of care is reported.

### ***Action 3: Child and Adolescent Needs and Strengths (CANS) Tool***

BMCW has also implemented the CANS tool to better identify children's mental health and placement needs. Ongoing Case Managers complete the CANS within 30 days of a child coming into out-of-home care. BMCW will monitor provision of follow up services to meet the child's identified mental health needs and will take effective measures to ensure that the contracted agencies provide appropriate services.

**Status:** For the third quarter of 2013, 57 percent of eligible children received a timely CANS assessment within 30 days. Additionally, 99 percent of children from the third quarter who required a CANS assessment had an assessment completed. 91 percent of children for whom the CANS assessment identified as needing follow up services, received services by the end of the reporting period. Table 8 shows the number of CANS due, the number of CANS completed, and the number of children who needed further services or assessment.

*Table 8: Child and Adolescent Needs Assessment, by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Number of eligible children	61	91	82	103	127	114	64	112	118
Number of eligible children who received a CANS within 30 days	32	48	48	64	66	68	41	63	64
Percent of eligible children who received a CANS within 30 days	52%	53%	59%	62%	52%	60%	64%	56%	54%
Number of eligible children who received a CANS over 30 days	29	43	34	39	61	46	22	49	53
Percent of children who received a CANS	100%	100%	100%	100%	100%	100%	98%	100%	99%
Number of children CANS identified as needing follow up services	15	26	17	37	36	31	20	32	16
Number of children who received follow up services by date of report	15	26	17	37	36	31	17	29	16
Percent of children who received follow up services by date of report	100%	100%	100%	100%	100%	100%	85%	91%	100%

#### Action 4: Educational Liaison

BMCW will promote and expand the utilization of the educational liaison to assist children in care with their educational needs. This will assist foster parents who otherwise may be unable to manage educational issues (particularly suspension and expulsion) which may then result in a placement disruption. Beginning April 1, 2011, the Bureau will track utilization to determine in which cases the educational liaison position is used and the outcomes of involvement.

**Status:** There were a total of 41 referrals to the Educational Liaison from July through September 2013. Table 9 displays the number of referrals to the Educational Liaison by age of child and nature of referral. Table 10 displays the number of consultations broken down by referral person, and the nature of referral.

**Table 9: Children Referred to the Educational Liaison by Age and Nature of Referral**

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
3 to 10 year olds	Central Office Hearing	0	0	0	0	0	0	0	0	0	0
	Suspected Special Ed. Need	7	9	8	5	1	3	1	3	0	37
	Post-Graduation Transition	0	0	0	0	0	0	0	0	0	0
	School Change/Placement	1	0	0	0	0	0	0	1	1	3
	Transportation	1	0	0	0	0	0	0	0	1	2
	Behavior Concerns	0	1	0	1	0	0	0	0	0	2
	IEP	1	1	0	2	3	0	2	1	4	14
	Alternative Schooling	0	0	0	0	0	0	0	0	0	0
	Team Meeting	0	0	0	0	0	0	0	0	0	0
	Trainings	0	0	0	0	0	0	0	0	0	0
	Misc. School Issues	3	1	1	1	2	3	2	4	1	18
	Section 504/Disability	0	0	0	1	0	1	0	0	0	2
	<b>Total Served</b>	<b>13</b>	<b>12</b>	<b>9</b>	<b>10</b>	<b>6</b>	<b>7</b>	<b>5</b>	<b>9</b>	<b>7</b>	<b>78</b>
11 to 13 year olds	Central Office Hearing	0	0	0	0	0	0	0	0	0	0
	Suspected Special Ed. Need	0	1	0	1	1	1	0	0	0	4
	Post-Graduation Transition	0	0	0	0	0	0	0	0	0	0
	School Change/Placement	1	0	0	1	0	0	0	0	1	3
	Transportation	1	0	0	0	0	0	0	0	1	2
	Behavior Concerns	0	0	0	0	0	0	0	0	0	0
	IEP	2	1	1	2	3	0	0	0	1	10
	Alternative Schooling	0	0	0	0	0	0	0	0	0	0
	Team Meeting	0	0	0	0	0	0	0	0	0	0
	Trainings	0	0	0	0	0	0	0	0	0	0
	Misc. School Issues	0	0	0	0	0	1	1	0	0	2
	Section 504/Disability	0	0	0	0	0	0	0	0	0	0
	<b>Total Served</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>21</b>
14 to 18 year olds	Central Office Hearing	0	0	0	0	0	0	0	0	0	0
	Suspected Special Ed. Need	1	1	0	3	1	1	0	0	0	7
	Post-Graduation Transition	0	0	0	0	0	0	0	0	0	0
	School Change/Placement	1	0	1	0	1	0	1	1	4	9
	Transportation	0	0	0	0	0	0	0	0	2	2
	Behavior Concerns	1	1	0	2	0	0	0	0	0	4
	IEP	2	1	4	1	3	1	0	0	5	17
	Alternative Schooling	0	0	0	0	0	0	0	0	0	0
	Team Meeting	0	0	0	0	0	0	0	0	0	0
	Trainings	0	0	0	0	0	0	0	0	0	0
	Misc. School Issues	0	1	2	1	3	0	1	0	2	10
	Section 504/Disability	0	0	0	1	0	0	0	0	0	1
	<b>Total Served</b>	<b>5</b>	<b>4</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>13</b>	<b>50</b>
<b>Grand Total</b>		<b>22</b>	<b>18</b>	<b>17</b>	<b>22</b>	<b>18</b>	<b>11</b>	<b>8</b>	<b>10</b>	<b>23</b>	<b>149</b>

Table 10: Educational Liaison Summary

<b>Education Liaison 3-Month Summary Report</b> <b>07/01/2013 – 09/30/2013</b>	
<b>Breakdown by Referral Person</b>	
Referrals from case managers	40
Referrals from legal guardian	0
Referral from foster parent	1
<b>Total consultations:</b>	<b>41</b>
<b>Breakdown by Nature of Referral</b>	
<b>Suspected need for special education services:</b>	<b>7</b>
4 children received evaluation	
3 unknown	
<b>Placement Issues:</b>	<b>9</b>
2 students changed schools	
7 students enrolled in school	
<b>Behavior Issues:</b>	<b>0</b>
<b>IEP Issues:</b>	<b>13</b>
7 IEP's reviewed and revised	
5 pending	
1 did not qualify	
<b>Miscellaneous Requests for Information</b>	<b>8</b>
<b>Transportation</b>	<b>4</b>
<b>Total consultations</b>	<b>41 consultations for 25 children</b>

### **Action 5: Placement Stabilization/Caregiver Child Placement Plans**

The service system redesign will target placement stability. Each agency has developed strategies to improve performance on this measure. Agency performance will be monitored monthly and relative agency performance data will be used to determine the ratio of cases assigned to the respective agencies.

#### **Status:**

Intake rotation for the two partner agencies, Children's Service Society of Wisconsin (CSSW) and Integrated Family Service (IFS), is based on performance for stability (using the federal measure of two or less placements within 12 months) and permanency rate.

For the period of February through July 2013, CSSW received 5% more intake cases.

#### **Rationale:**

(based on 2012 performance)

- For stability rate: CSSW performed at 80.98% and IFS performed at 80.90%. Because of the near identical scores, the stability measure did not figure into the rotation decision.
- For permanency rate: Total number of children moved to legal permanence (512 for CSSW and 423 for IFS) divided by total children served in OHC in 2012 (1530 and 1442 respectively). This generates permanency rates of 33.5% for CSSW and 29.3% for IFS with a 4.2 difference between the two agencies.
- The performance differential is 14% (4.2 divided by 29.3). In order to minimize client and systemic disruption, it was decided to cap the intake change at 5% for this time period.

Beginning August 1, 2013, CSSW and IFS receive the same number of intake cases.

#### **Rationale:**

(based on January – June 2013 performance)

- For stability: CSSW performed at 81.51% and IFS performed at 82.45% with a 0.94 difference between the two agencies.
- For permanency rate: Total number of children moved to legal permanence (185 for CSSW and 182 for IFS) divided by total children served in OHC in January – June 2013 (1258 and 1234 respectively). This generates permanency rates of 14.7% for both agencies.
- The performance differential is 1.15% (0.94 divided by 81.51), establishing an equal intake rotation.

### **Action 6: Foster Parent Retention**

BMCW will continue to support the Connecting Bridges foster parent organization, with emphasis on strategies for retention of foster parents. The BMCW Client Rights Specialist will attend foster parent meetings as needed and respond to any foster parent concerns.

**Status:** BMCW's Client Rights Specialist or Bureau Director attends foster parent meetings as needed to respond to foster parent concerns. Table 11 shows the monthly number of foster parent meetings as well as foster parent concern calls.

*Table 11: Foster Parent Retention Activities, by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Number of Foster or Treatment Foster Parent Concern Calls	2	1	0	0	3	2	1	1	3	13
Number of Foster or Treatment Foster Parent Meetings	1	2	1	0	0	0	0	0	0	4

## Action 7: Mobile Urgent Treatment Team (MUTT) Report

BMCW will continue to promote the use of the Mobile Urgent Treatment Team (MUTT) by licensed foster homes and unlicensed court-ordered kinship care providers to stabilize placements.

**Status:** From July – September 2013, 297 crisis contacts were made. Of these, 146 (49 percent) required in-person contact and 151 (51 percent) were resolved through telephone contact. Table 12 shows the referral source for crisis contacts. Table 13 provides information regarding MUTT utilization. Table 14 describes outcomes for children disenrolled from MUTT.

*Table 12: Provider Type for Crisis Contact Referral, by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Court Ordered Kinship Provider	1	0	1	0	0	0	0	0	0
General Foster Home	25	13	12	7	7	6	8	17	5
Treatment Foster Home	19	10	6	7	6	7	7	6	2
Home	9	3	7	7	6	2	4	4	4
Group Home/Assessment Center	1	2	0	0	0	1	0	0	0
Unknown	104	108	104	92	95	62	76	91	73

*Table 13: MUTT Utilization, by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Number of Children Enrolled at Beginning of Month	59	64	57	53	57	42	38	36	37
Number of Children Enrolled During Month	11	7	3	6	3	6	5	6	4
Number of Children Dis-Enrolled During Month	6	14	7	2	18	10	7	5	0
Number of Children Enrolled at End of Month	64	57	53	57	42	38	36	37	41

Note: Differences between the End of Month and Beginning of Month enrollment is the result of belated data entry.

*Table 14: MUTT Disenrollment Outcomes, by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Maintained Foster Home	5	10	3	2	13	7	6	4	0
Moved into a Higher Level of Care	1	3	0	0	1	0	0	0	0
Moved to New Foster Home with Same Level of Care	0	0	0	0	2	1	0	0	0
Moved into a Relative Kinship Placement	0	0	2	0	1	2	1	0	0
Returned to Parents	0	0	0	0	0	0	0	0	0
Adopted	0	0	0	0	0	0	0	1	0
Other*	0	1	2	0	1	0	0	0	0
<b>Total Disenrollments</b>	<b>6</b>	<b>14</b>	<b>7</b>	<b>2</b>	<b>18</b>	<b>10</b>	<b>7</b>	<b>5</b>	<b>0</b>

\*Examples include transfer of guardianship and children who have participated in multiple MUTT programs.

## Action 8: Foster Care Recruitment and Retention Plan

BMCW will continue to support foster home recruitment and licensing in order to maintain and increase the pool of available homes that meet the placement needs of children in out-of-home care.

**Status:** Table 15 shows the number of foster homes that were recruited, closed, and placed on hold as well as the number of foster homes available.

Table 15: Number of Foster Homes, by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Number of Foster Homes at the End of the Month	613	609	601	587	587	584	589	593	589
Number of New Foster Homes	23	18	17	18	24	21	26	21	18
Number of Closed Foster Homes	17	22	25	32	26	24	22	16	27
Number of Foster Homes On Hold	40	44	51	44	41	33	38	42	42

Note: Any difference between the number of foster homes at the end of the month and a calculated beginning of month numbers is the result of belated data entry and/or pending modifications.

Special attention has been given to newly licensed homes for infants and adolescents. Of the **65** new homes opened during the 3<sup>rd</sup> quarter, **34** were available for infants and **16** were available for adolescents. Of the **65** homes closed during the quarter, **40** were licensed for infants and **24** were licensed for adolescents.

## Other Initiatives

### Annual Medical and Dental Exam Timeliness

**Status:** For July through September 2013, the average percentage of documented annual medical exams completed was **93** percent and the average performance for annual dental exams was **79** percent. Table 16 provides monthly information on the number of children who had an annual medical and dental exam.

Table 16: Number of Annual Medical and Dental Exams, by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Medical Exams									
Number of Medical Exams Due	2012	2009	2031	2059	2087	2133	2140	2161	2164
Number of Medical Exams Completed	1868	1876	1915	1953	1979	2023	1998	2023	2018
Percent of Due Medical Exams that were Completed	93%	93%	94%	95%	95%	95%	93%	94%	93%
Dental Exams									
Number of Dental Exams Due	1619	1596	1625	1623	1603	1621	1636	1634	1650
Number of Dental Exams Completed	1474	1453	1442	1484	1435	1352	1309	1297	1297
Percent of Due Dental Exams that were Completed	91%	91%	89%	91%	90%	83%	80%	79%	79%

### **Action 1: Workforce Initiatives**

The Bureau will maintain its child welfare workforce initiatives, including pay schedules and career ladders for ongoing case managers, mentors and supervisors.

**Status:** Ongoing

### **Action 2: Master of Social Work Program**

The Bureau will continue its support of staff educational advancement, including the part-time Master of Social Work (MSW) programs evening courses at reduced tuition for Bureau staff pursuing and MSW degree at the University of Wisconsin-Milwaukee; and stipends for the full-time MSW program.

**Status:** As of September 30, 2013, there were 10 staff participating in the full-time MSW program and 27 staff participating in the part-time MSW program.

### **Action 3: Training Teams/Academy**

The full implementation of Training Teams will continue in all programs across all agencies. Training Teams operationalize a competency-based approach assuring new staff the opportunity to develop their skill and knowledge in a deliberate, sequenced, and progressive manner. All trainee activities on the Training Teams will be conducted under the close supervision of the training team supervisor ensuring that child safety during staff development always remains the paramount concern.

As of September 30, 2013, 22 staff members were participating on training teams. During the second quarter, 21 staff graduated.

### **Action 4: Initial Health Screens**

The Bureau will continue to monitor the initial health screen timeliness for children coming into the Bureau's custody. The Bureau is working on a programming change to eWISACWIS that will track compliance with the 30-day comprehensive exam requirement.

**Status:** For the second quarter of CAP 2013, 77 percent of children received a timely initial health screen. Table 17 provides information on the number of eligible children who received a timely initial health screen, by month.

*Table 17: Number of Initial Health Screens, by Month*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Number of Initial Health Screens Due	82	69	88	114	100	48	111	100	74
Number of Initial Health Screens Completed Timely	55	35	47	95	76	42	81	82	56
Percent of Initial Health Screens that were Completed Timely	67%	51%	53%	83%	76%	88%	73%	82%	76%



### ***Action 5: Maltreatment in Out-of-Home Care***

The Bureau will provide to plaintiffs' counsel the investigation reports of alleged maltreatment in out-of-home care, including Independent Investigations on licensed care providers and Initial Assessment CPS reports on unlicensed relative caregivers for quarterly review. Such confidential disclosures to Plaintiffs will be for monitoring purposes only and may not be used for any evidentiary or liability purposes in this case or any other matter.

**Status:** During the third quarter of CAP 2013, the maltreatment of 2 children while in out-of-home care was confirmed. One child was age 8 at the time of the incident and the maltreater was the treatment foster parent. The other child was 2 years old and the maltreater was the foster parent. Both cases were substantiated for physical abuse.

Substantiated and unsubstantiated Independent Investigations for licensed out-of-home care providers and substantiated and unsubstantiated Initial Assessments for Court Ordered Kinship providers have been sent under separate cover.

